

## **DEPARTMENT OF ADMINISTRATIVE SERVICES INTERNAL POLICIES AND PROCEDURES**

**Subj: PERFORMANCE MANAGEMENT - Performance Evaluation and Counseling**

**Date: November 6, 2002**

**Ref:** (a) Human Resource Management Rule (DHRM Rule) R477-10-1

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### **Purpose:**

This policy, along with the provisions of the referenced DHRM Rule, provides basic guidance and direction to supervisors and managers who have the responsibility of preparing performance evaluations and providing performance counseling. The Department of Administrative Services is committed to fostering growth and development of employees. Performance evaluations and performance counseling are tools that aid in the accomplishment of this task. Directors, managers, and supervisors within the Department of Administrative Services shall complete performance evaluations as well as conduct performance counseling as methods of increasing productivity and enhancing employee performance.

Performance evaluation is a formal process for recording and reporting the employee's past performance. Performance evaluations are to be conducted at scheduled intervals with a specific format and are the basis for official actions, such as advancements or other incentives. In effect, performance evaluations are a "report card" of employee performance.

Performance counseling, on the other hand, should be a regular, continuing process that is conducted in both formal and informal settings. It may be planned and scheduled, or it may occur in a more impromptu fashion as the need arises. Effective leaders employ it as an integral part of their day-to-day routine. A substandard employee that is not provided guidance and feedback on a regular basis may not know that his performance is substandard or otherwise not meeting the expectations of the supervisor. To provide feedback only after extended periods of non-compliance is a disservice to both the individual and the organization.

### **Policy:**

1. Each division within the Department of Administrative Services shall develop a Performance Management system that complies with the provisions of this policy and those contained in the referenced DHRM Rule.
2. The Performance Management system shall address and satisfy the following

requirements:

- a. General and specific performance standards and expectations for each employee shall be identified to each employee. General standards are those which apply to all employees, such as DHRM Rules. A written performance plan shall be developed which identifies the specific elements and requirements for the employee's position. The performance plan shall be reviewed and updated annually by the last day of August.
  - b. Supervisors shall provide employees with regular verbal and written feedback based on both the general expectations and the specific standards of performance and conduct outlined in the performance plan. This performance counseling may be formal or informal, but should occur on a frequent basis. A guide to assist in performance counseling is available from the department human resource manager.
  - c. Each employee shall be informed regarding actions to be taken, time frames, and the supervisor's role in providing assistance to improve performance and increase the value of service.
  - d. Employees shall have the right to provide written comment that will be attached to the annual performance appraisal.
3. Each division within the Department of Administrative Services shall select a performance evaluation rating system. Divisions shall select as their rating system one of the options outlined in DHRM R477-10-1(e). Divisions shall notify their employees of the performance rating system they have selected. Points may be used to compute numeric scores for rating purposes.
4. Each employee shall receive a performance evaluation annually during the fourth quarter of the fiscal year (April - June) covering the prior year. Probationary employees shall receive a performance evaluation at the end of their probationary period and again during the annual evaluation period.
5. Employees shall sign the performance evaluation. Signing the evaluation only signifies that the employee has reviewed the evaluation and does not necessarily indicate agreement with the evaluation. Refusal to sign the evaluation shall be considered insubordinate behavior and is subject to disciplinary action according to DHRM Rule R477-10.
  - a. Performance evaluation forms shall include a method by which the employee can indicate either agreement or disagreement with the evaluation.

- b. Performance evaluation forms shall include a space for employee comments or comments may be provided on a separate attachment.